Appendix 3A
Documents, Information Sources, and Interviewees

Missouri Documents/Information Sources

➢ State of Missouri Office of Administration, Division of Budget and Planning, Fiscal Year 2006 Budget Instructions. (www.oa.mo.gov/bp/budget.htm)

➢ The Missouri Budget, FY 2005. (www.oa.mo.gov/bp/bib2005.htm)

➢ Missouri Managing for Results, Executive Order #01-19. (www.mri.missouri.gov/mfr/EO.html).

➢ Missouri Department of Revenue's FY2006 Budget (without Governor's Recommendations) – Confidential Internal Version, November 2004.

➢ Missouri Department of Revenue Fiscal Year 2005 Strategic Plan (sections relating to Division of Motor Vehicle and Drivers Licensing, Division of Administration/Information Technology, and Division of Tax/Fuel Tax Return only.)

Tennessee Documents/Information Sources

➢ State of Tennessee Department of Safety Budget, 2004 – 2005.

➢ Tennessee Department of Safety Annual Report for Fiscal Year 2002-2003.

➢ Transmittal Letter and Document from The Honorable Phil Bredesen, Governor, State of Tennessee Agency Strategic Plans, September 1, 2003.

➢ Tennessee Department of Safety Strategic Goals 2004 and Agency Strategic Plan (Five Year Plan) Parts 1 and 2, September 2004.

➢ Tennessee Motor Vehicle FY 03-04 Performance Measure Spreadsheet (internal document)

➢ Tennessee Department of Safety, Professional Standards Division, Office of Strategic Planning, "Motor Vehicle Performance Measures At-A-Glance FY 04-05."

➢ Tennessee Department of Finance and Administration, Division of Budget, "Strategic Planning and Performance Measurement: A Guide for State Agencies", May 2004.

Virginia Documents/Information Sources

➢ "Virginia Excels" website; (www.vaexcels.governor.virginia.gov/accomplishments-PBM.cfm).

➢ "Virginia Results" website; (www.dpb.state.va.us/VAResults/HomePage),

➢ "Virginia Results" Planning and Performance Report, Department of Motor Vehicles, May 18, 2004. (www.dpb.state.va.us/VAResults/PP/PublicReport.cfm?vAgency=154)

➢ Commonwealth of Virginia, Agency Head Executive Agreement (template), February 6, 2002.

➢ "Evaluation Criteria for Governor's Management Scorecard" and "Management Scorecard", (www.vaexcels.governor.virginia.gov/performance/ScorecardCriteria.htm) and (www.vaexcels.governor.virginia.gov/performance/scorecardResultsPrint.cfm).

➢ Commonwealth of Virginia 2004 Executive Budget, Office of Transportation, Motor Vehicle Dealer Board.

- ➤ "Virginia Results" Planning and Performance Report, Motor Vehicle Dealer Board, May 18, 2004. (www.dpb.state.va.us/VAResults/PP/PublicReport.cfm?vAgency=506)

- ➤ U.S. General Services Administration, Office of Governmentwide Policy, Office of Real Property, Innovative Workplaces Division, "Performance Management System for the State of Virginia": article in "Strategic Planning: Alignining Workplace Services Creates Value", June 2002.
  (www.gsa.gov/gsa/cm_attachments/GSA_DOCUMENT/2002stratplan)

- ➤ Virginia Department of Motor Vehicles Six-Year Strategic Plan, November 18, 2003, (Governor's Confidential Working Draft).

- ➤ Commonwealth of Virginia, Virginia Department of Planning and Budget, "Agency Strategic Planning and Performance Measurement Phase 1 Guidelines", May 2004.

- ➤ Commonwealth of Virginia, Auditor of Public Accounts, "Review of Performance Measures Reported on the Virginia Results Website", November 8, 2002.

Other Information

- ➤ State of Maryland, Department of Transportation, 2005 Budget.

- ➤ State of Minnesota, Public Safety Department, 2006-07 Biennial Budget.

- ➤ State of Arizona, 2003-2005 Master List of State Government Programs.
  (www.ospb.state.az.us)

- ➤ State of Arizona, Office of Strategic Planning and Budgeting, "1998 Strategic Planning and Performance Measurement Handbook".

Interviewees

Missouri Department of Revenue

Michille Bosch, Manager, Customer Assistance Bureau

Lynn Bexton, Administrator, Customer Assistance Bureau

Kay Freidinger, Director of Budget and Strategic Planning

Tennessee Department of Safety

Tiffany Taylor, Deputy Director of Driver Licenses

Emily Passino and Michael Hogan, Directors of Strategic Planning for the Department of Safety

Virginia Department of Motor Vehicles

Dick Moschler, Director of Planning

Appendix 3B
Interview Guides and Survey Instructions

Performance Benchmarks – Survey of Other States
Initial Interview Guide

Agency Organization

1) How are driver services organized? Vehicle services? (Confirm organizational details.)
2) How are information services organized in your agency (centralized, decentralized)?
3) Does IS participate in performance management?
4) Who in the organization is responsible for performance management (defining measures, collecting and reporting data)?
5) To what extent are services in your agency privatized?
6) To what extent does your agency use alternative service delivery methods (Internet, mail, IVR?)

Overview of Strategic Planning/Performance Measurement

1) Does your agency have a strategic plan? Is there an attempt to link the measures to this plan? Are there any state mandates for strategic planning?
2) Briefly describe the use of performance measurement in your agency. How long has your agency been using performance measurement? Are there any state mandates? Do you use particular models or guidelines, e.g. Balanced Scorecard, GASB, Managing for Results, Performance Based Budgeting?
3) At what levels in the organization are measures collected and used?
4) What oversight agencies are interested in your measures? How do you report to them?
5) How were oversight measures identified?

Use of Benchmarks

1) Do you set performance benchmarks, baselines or standards for each of your measures?
2) Do you compare your performance to that of other agencies? How often? If so, what is the value to you of benchmarking performance against peer agencies?
3) How were your comparative/peer agencies selected? What criteria did you use?
4) How long have you been comparing results with other agencies?
5) Have you started to benchmark web-based transactions?

Performance Benchmarks – Survey of Other States
Follow-up Interview Guide

Matrix Questions

1) If targets are identified, are they "stretch" targets (desirable objectives, but may not be achieved in the near term) or budget targets (targets that are projected to be achieved by a specific time period)?

2) How often are measures compared with other jurisdictions?

Measurement Questions

1) Do you measure:

   – Title accuracy

   – Drivers license accuracy

   – Wait time? If so, how is it used?

   – Cost of internet transactions?

   – Cost of transactions to customer? To state?

   – Expenditures for revenue collected (efficiency)

   – Customer satisfaction

2) How are these measures defined? Calculated? Used? Benchmarked against other agencies?

Instructions:

The State of Washington, Transportation Performance Audit Board (TPAB) has retained SMG/Columbia Consulting to conduct a review of the Washington Department of Licensing's Transportation-Related Performance and Outcome Measures. Our focus is on drivers and vehicle services, and information technology as it relates to each of these programs.

As part of this study, we are contacting your agency to better understand how you are using performance measures and benchmarks for reporting and improving agency performance.

Please help us by completing the following two tables:

Oversight Measures are those that are reported to the Governor, Legislature, other oversight agencies, or the public on a regular basis. These are the measures that might appear in a Strategic Plan, budget document, performance agreement between the agency and the Governor for example. If your agency has published measures on the Internet, we have included them in this table to get you started.

Operational Measures are measures that are important to the internal monitoring and management of your agency. In many cases, these may be the same as the oversight measures. Select the <u>most important</u> measures that are routinely monitored in your agency – generally not more than five or six for each operating area. If you have published sources of these measures you may submit those to us instead.

Each table includes the following columns:

      (1)   Provide the common name and/or a brief description of the performance measure used.

      (2)   Where is the measure reported? Name the specific document or general type of report.

      (3)   Has a baseline value, benchmark, or reference point been established for this measure?

      (4)   How was the baseline value, benchmark, or reference point, created for this measure?

      (5)   Have one or more goals or target values been established for this measure?

      (6)   Is this a "stretch" target (one that is desirable but may or may not be achieved in the near term or a "budget" target (one that is predicted to be achieved during a specific time period)?

      (7)   Is this measure routinely compared with a similar measure in peer agencies? Provide the names of these agencies.

      (8)   Provide any comments you feel are necessary to clarify this information.

(Name of Agency)
Performance Measures

OVERSIGHT MEASURES

(1) Performance Measure/ Description	(2) Where Reported?[1]	(3) Base line Estab-lished?	(4) How was Baseline Created?	(5) Target Estab-lished?	(6) Type of Target	(7) Peer Agencies Compared With (If Any)	(8) Comments

---

[1] Note specific sources (if necessary) in footnotes

(Name of Agency)

Performance Measures

OPERATIONAL MEASURES

(1) Performance Measure/ Description	(2) Where Reported?	(3) Base line Estab- lished?	(4) How was Baseline Created?	(5) Target Estab- lished?	(6) Type of Target	(7) Peer Agencies Compared With (If Any)	(8) Comments
GENERAL							
DRIVERS							
VEHICLES							